

Long-Range Personnel Planning

Any meaningful reform of the * * * personnel practices must begin with the setting up of a long-range system for personnel planning and career development capable of generating within the service the professional skills it will continue to need in the future.

Such a system would require, among other things, a clear definition of the various types of functional competence required both at home and abroad--something that does not now exist--and the continuous projection ahead of officer needs. The inventory requirements established thereby could be projected into future annual training quotas--another planning function that today is ignored.

Whatever the precise form of the system to be adopted, it should have the aim of developing more specialized competence in the younger generalists and more generalism in the mature specialist.

It should be a major premise of any career development plan that every form of specialization is of value to the Government; that there should be equal opportunities for advancement within all career situations; and that specialists should have confidence that, while their careers will tend to center upon their specialties, they will be given equal opportunity to broaden their experience into other appropriate fields.

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Will you tell me, Master Shallow, how to choose a man?
Care I for the limb, the throws, the stature, bulk,
and big assemblance of a man! Give me the spirit...

- Shakespeare

US Naval School, Officer Candidate, Naval Base, Newport RI

college grad, bacc. degree

attrition: 18-20%

basic courses, instrin: Naval Engineering

" Orientation (incl leadership)

Navigation

Naval Operations

Seamanship

" Weapons

length of course : 4 months

pace of instrin : 1 1/2 x that of college

" By applying the steady pressure of intensive instruction on all students, the school has found that most of those who are unable to bear the pressure, mental, physical, and emotional, applied constantly for sixteen weeks, either emotionally block themselves from success, or are so trapped by their own academic or military ineptitude, that their overall deprimment soon qualifies them for disemollement."